Analysis of the 2001 Needs-Based Human Capital Strategic Plans

The First Application of a Workforce Shaping Process in the DOD Acquisition Community

Briefing to USD(P&R)

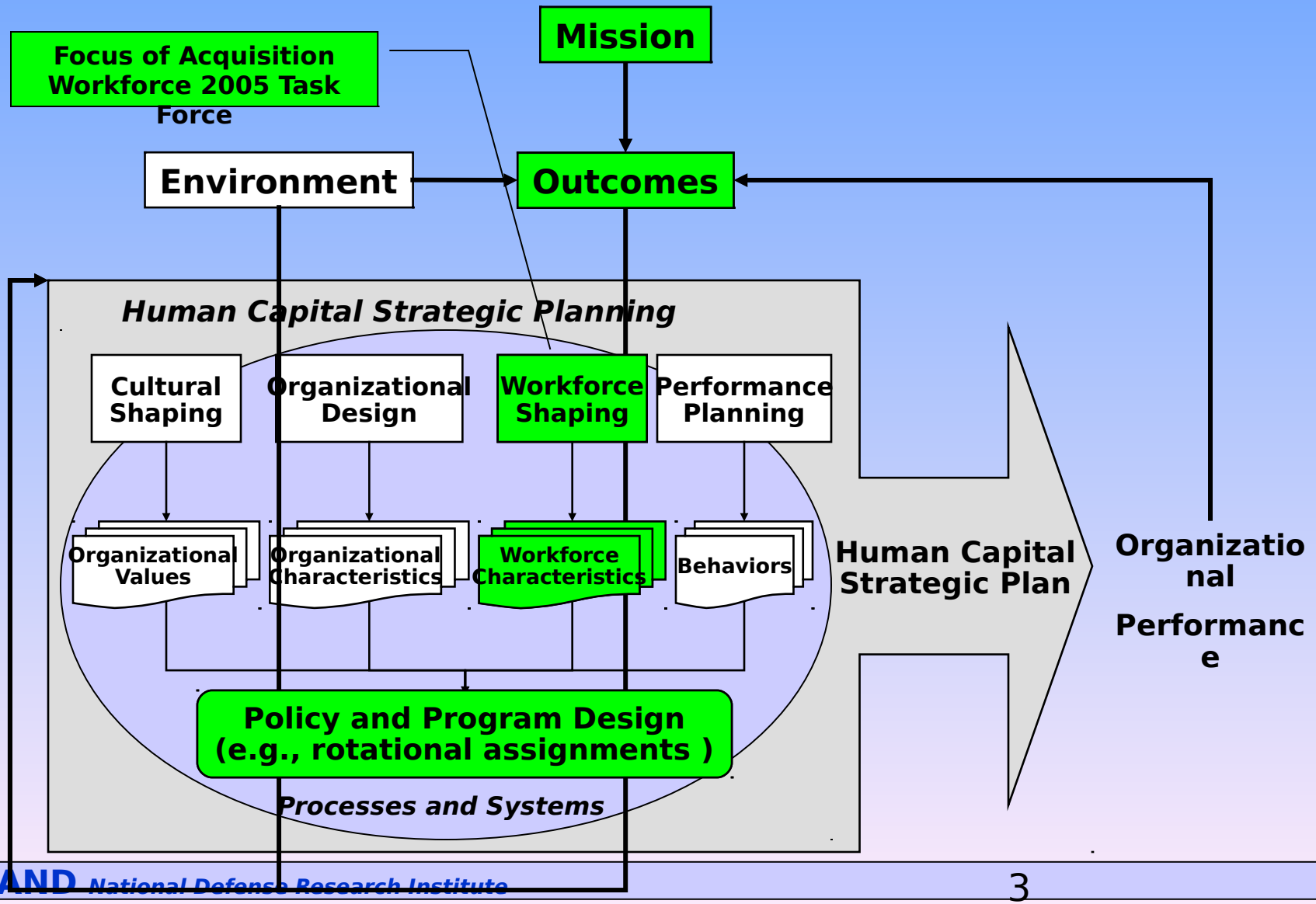
November 26, 2001

What Are the Desired Results of Workforce Shaping?

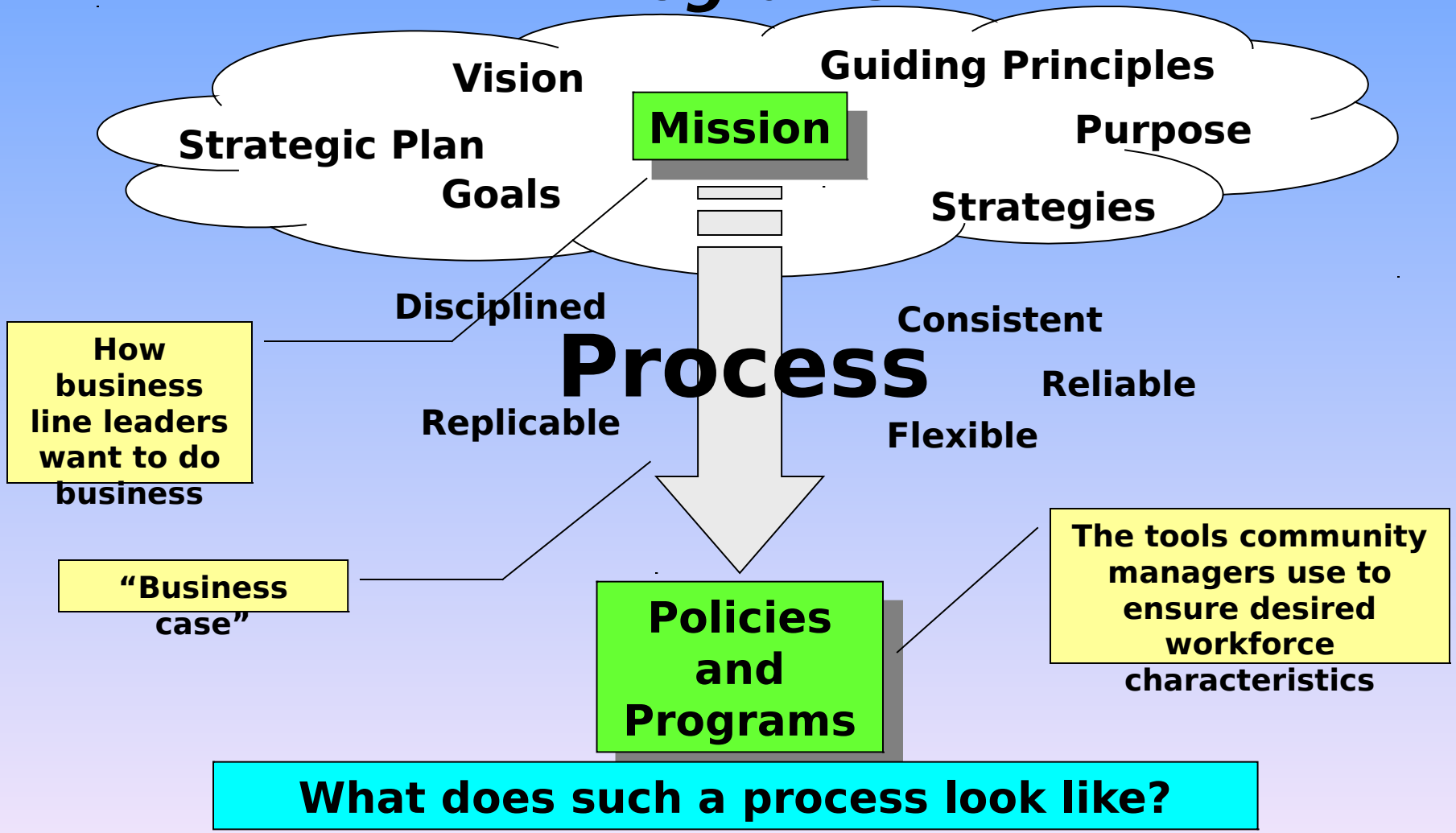
- **A clear representation of the future workforce critical to accomplishing the organization's strategic intent**
- **A comprehensive plan of action that will ensure the appropriate workforce will be available when needed**
- **A convincing rationale—a business case—for acquiring new authority and marshalling resources to implement needed changes in human resource management policies and programs**
- **A robust estimate of future needs to support career development programs**

Workforce shaping takes place in the larger context of human capital strategic planning

Mission and Outcomes Are What Make Human Capital Planning Strategic



The Key Strategic Question: How to Get From Mission to Policies and Programs



Workforce Shaping Tasking Framework

Workforce characteristics: A concrete and measurable aspect of a group of workers that is critical for organizational success and can be influenced by policy decisions

Job Series and Title	Level of Experience 1-3 Years	4-10 Years	over 10 Years
xxx1-Metallurgical Engineer			
xxx2-Ceramics Engineer			
xxx3-Electrical Engineer			
xxx9-Scientist			
All other series aggregated			
Total			

Distribution

Mission

Outcomes

Workforce Characteristics

Current Desired Distribution

Future Desired Distribution

Current Inventory

Future Inventory

Gaps

Policies and Programs

Inventory Projection Model

Summary of Preliminary Observations on Tasking

Components had the most difficulty in identifying organizational strategic intent relevant to workforce shaping

1

Mission

Outcomes

2

Without a clearly articulated statement of strategic intent, future desired distribution lacks strong rationale

Six components provided plans:
- Army
- Navy
- Air Force
- DCAA
- DCMA
- DLA

Workforce Characteristics

Current Desired Distribution

Future Desired Distribution

Current Inventory

Future Inventory

4

For the most part, the components estimated future desired distribution or future inventory—but not both

Note: Army is close to completing gap analysis

Gaps

Policies and Programs

5

Because the links earlier in the process are weak, the components failed to make a business case for recommended policies and programs

Inventory Projection Model

Inventory projection models are rudimentary, at best, and data are missing, incomplete, and/or inaccurate

3

At the End, the Components Did Not Make the Business Case for Change

- **Policy and program recommendations were generally not linked to strategic intent**
- **Most recommendations echo Acquisition Workforce 2005 Task Force initiatives**
  - **Accession enhancements loosely linked to expected hiring increases**
  - **Retention enhancements loosely linked to increased retirement losses**
- **However, for the most part, no gap analyses provided**
  - **Either future desired distribution or future inventory was missing**

The business case depends on a clear link between strategic intent and the recommended policies and programs

Business Case Is More Compelling When Created Closer to Business Operations—SPAWAR

- **SPAWAR provides a case study of successful application of the workforce shaping process**
  - **SPAWAR viewed workforce shaping as an executive activity**
  - **It engaged in a participative process**
  - **It captured the logic trail explicitly between strategic intent and human resource management policies and programs**
- **SPAWAR could clearly see how it intends to carry out operations in the future**
  - **It brought that insight to bear in the workforce shaping process**

SPAWAR Linked Its Strategic Intent to Clusters of Workforce Shaping Policies and Programs

Illustrative

SPAWAR

SPAWAR Mission *Strategic Intent*

We enable knowledge superiority to the warfighter through the development, acquisition, and life cycle support of effective, capable and integrated C4ISR, IT, and Space systems.

SPAWAR Vision

We will become the premier provider of C4ISR, IT, and Space capabilities.

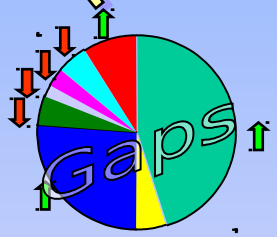
State of the art systems integration

Operational effective-ness on a timeline

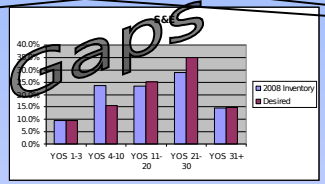
Products we stand by

Reputation as a trusted agent

Strategic Focus



Desired Distribution of Occupations



Desired Distribution of Experience

Workforce Characteristics

Tailor Capabilities

- Shape Employees to SPAWAR Needs/ Best Athlete
- Reconfigure Existing Workforce

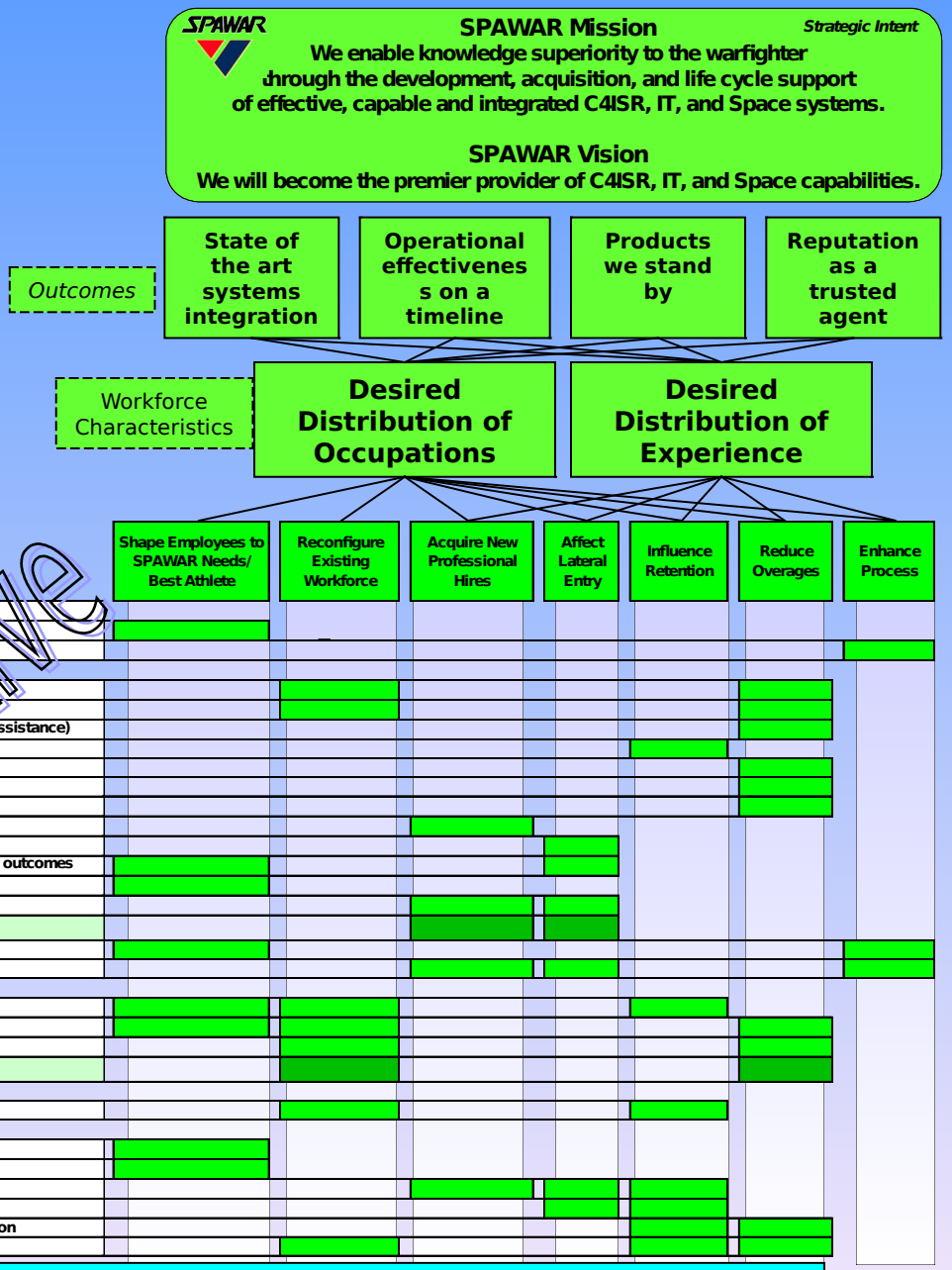
Influence Numbers

- Acquire New Professional Hires
- Affect Lateral Entry
- Influence Retention
- Reduce Overages

Enhance Processes

Workforce Shaping Policies and Program Clusters

Examples of Policies and Programs Identified During Workforce Shaping and Their Link to SPAWAR Corporate Strategic Intent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Outcomes
State of the art systems integration
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Workforce Characteristics
Desired Distribution of Occupations
Desired Distribution of Experience
Shape Employees to SPAWAR Needs/ Best Athlete
Reconfigure Existing Workforce
Acquire New Professional Hires
Affect Lateral Entry
Influence Retention
Reduce Overages
Enhance Process
Specific Policies and Programs
Organizational Design
Adaptive, flexible, hybrid networked organization
Structure policies to address Navy Working Capital Fund issues
Recruit and Select
Employment contract tied to business needs of SPAWAR Corporation
Retention after retirement eligibility based on mutual employee and Corporation consent
Enticing severance package(s) for employees to transition out of the corporation (extended transition assistance)
Interview employees who remain with SPAWAR, as well as those who leave
Increase number of term appointments
Government directed IPA to supplement S&E workforce for specific skills
Eliminate personal services contracts prohibition
Corporation marketing plan designed to appeal to Generation X, Y, Z, AA
Recruiting domain broadened to include mid and senior level people
Attractive return options for employees who fit the Corporation and contributed to achieving the desired outcomes
Applicants screened for skills related to organizational fit
Negotiable bonus package for new hires
On-the-spot job offers
Centralized recruiting and staffing for occupational series that make sense
Reengineer process to hire
Assigning, Training and Developing
Career-field-specific development tied to Corporation desired outcomes and behaviors
Requirement for continuous upgrading of skills and knowledge
Flexible assignment and relocation
Multi-functional career path
Performance Management
Supervisor consider participation in other than core duties in appraising performance
Compensation
Both team and individual performance measured and rewarded
Both team and individual results tied to desired organizational outcomes and behaviors
Comprehensive flexible benefits program
Eliminate penalty to re-employed annuitants
Establish and control IRA for new employees ($10K ±) with payout associated with management discretion
Rolling payouts and up-front incentive awards for employees who accept risky, hardship assignments
Illustrative

Policies and programs presently undergoing in-depth review, analysis and development

Results of 1st Round of Workforce Shaping Process

- **Despite a lack of previous experience, the components made a conscientious effort to apply the workforce shaping process**
  - **Each addressed some portion of the process well**
  - **None addressed all portions well**
  - **However , SPAWAR—closer to the business operations—used the process to develop a creditable business case**
- **The components generally recognized the value of workforce shaping, while highlighting the need for…**
  - **Clearly articulated strategic guidance from OSD and component headquarters**
  - **More accurate and comprehensive data**
  - **Better modeling tools**
- **Importantly, they reported no "show-stoppers"**

Components took a significant first step on a long journey

Implications for 2nd Round of Workforce Shaping

- **Guidance from OSD and component headquarters must be specific and in terms line leaders can use**
  - **Mission community guidance**
  - **Acquisition community guidance**
  - **Human resource management community guidance**
- **Impractical or more difficult to plan only for the acquisition community of the overall workforce**
- **Need to foster workforce planning processes that reflect roles at different organizational levels**
  - **Service headquarters are too far from business operations to determine required workforce characteristics**
    - **Process requires active participation of executive and line leadership in the business units**
  - **But business units may lack scope to address highly mobile workforces and authorities/resources needed to close identified gaps**
    - **Requires corporate support and perspective**
- **Continue USD(AT&L) and USD(P&R) partnership to help components overcome workforce planning obstacles**
- **Proceed with joint USD(AT&L) and USD(P&R) policy and program formulation, incorporating results from component plans as appropriate**

Back-up Charts

Components Identified Many Difficulties During Round 1 That Can Be Overcome—With Effort

	Workforce Shaping Process Obstacles Identified by components	Issue Type
Component Focus	The Redefined Acquisition and Technology Workforce (RAWF) not well understood throughout the acquisition community	Communication
Component Focus	RAWF assimilation underway, results directly impact acquisition workforce strategic planning	Data
Component Focus	Current tools do not provide a capability to capture the necessary metrics to adequately define the current experience distribution and future experience requirement of the occupations within the acquisition workforce	Data
Component Focus	Significant amount of data within the personnel and manpower data systems is non-existent, inconsistent, or inaccurate.	Data
Component Focus	Manpower data necessary to quantify the current requirement does not include civilian occupational series but instead uses a military occupational code. Additionally, many civilian positions [in the MDS] have no specific civilian grade identified.	Data
Component Focus	Accuracy of all acquisition-coded positions within the Service/Component	Data
Component Focus	Acquisition career category and required level codes on positions maintained at local/major command level and not visible at Service Headquarters	Data
Component Focus	Difficult to insure civilian grade and occupation comparability with contractors, particularly difficult if include academic discipline with occupation	Data
OSD Focus	Several ongoing and disjointed strategic planning and workforce analysis efforts across the Service	Guidance
OSD Focus	Lack of modeling tools (such as workforce projection models) available based on the RAWF definition	Modeling
OSD Focus	Sufficiently rigorous quantative methods for projecting acquisition workforce requirements do not exist	Data
OSD Focus	No established process to identify acquisition workforce specific requirements	Data
OSD Focus	Difficult to establish and compute loss/gain rates for military members of the acquisition workforce because they are assigned from several different specialties (pilot, acquisition manager, logistician, etc.) and occupy either a traditional acquisition military occupational specialty or a community-specific specialty where each has a different level of involvement with the acquisition function in terms of the number and frequency of tours and the types of programs acquired	Data
OSD Focus	Ability to accurately forecast workload and workforce size and mix hindered by new Administration's evolving priorities	Guidance
OSD Focus	Corporate level strategic intent not articulated in a way that relates to workforce shaping	Guidance
OSD Focus	Longstanding position classification and grading standards	Guidance
OSD Focus	Refined Packard algorithm does not capture vacant acquisition positions	Guidance
OSD Focus	Timing of OSD (AET&CD) data call falls outside normal business planning process/cycle	Guidance
OSD Focus	No models exist to compare military, civilian, and contractor occupation mixes by grade and examine effects	Modeling
OSD Focus	No models exist to quantify the results of policy/program changes and model the effects on workforce composition and distribution	Modeling

Some New Ideas, Reiteration of Old

Policy/program changes	Army	Navy	Air Force	DCAA	DCMA	DLA	2005 Report
Accessions							
Streamline hiring process; delegate examining authority	x		x	Existing	x		x
Eliminate 180-day waiting period to hire retired military personnel (DCMA); aggressively recruit (DLA)					x	x	
Authorize/fund/expand use of recruiting incentives			x		x	x	
Increase special salary rates for critical skills			x				x
Consider executive search firms						x	
Increase use of the cooperative education program	x		x				x
Implement government/industry exchange			x			x	x
Develop marketing programs	x		x	Existing		x	x
Develop local recruiting strategies	x						x
Develop corporate recruiting strategies				Existing		x	
Train functional managers and new hires to support recruiting efforts.	x						x
Form close partnerships with college and university leaders.	x			Existing		x	x
Rewards employees who nominate candidates for hard-to-fill positions	x						x
Develop a mechanism for acquisition certification of private sector accessions	x						x
Benchmark best commercial practices	x						
Expand/reinvigorate intern programs		x				x	
Promotion/classification							
Review policies and procedures for position classification and grading	x						
Develop a corporate succession planning strategy						x	
Assess component high-grade requirements	x						x
Expand the acquisition demonstration project			x				x
Implement DoD-wide broadbanding authority			x				
Development							
Increase/extend funding for tuition assistance; corporate approach (DCMA)	x		x		x	x	x
Pay for degree programs for non-acquisition personnel in acquisition organizations			x				
Cross-train current workforce			x				x
Provide more career-broadening assignments	x						x
Increase civilian leadership development; corporate approach (DCMA)	x				x	x	x
Evaluate the effectiveness of current degree requirements across all ACFs.	x						
Develop a corporate mentoring program			x			x	
Retention/Separation							
Extend and expand VERA/VSIP authority			x		x		x
Implement a phased retirement program			x			x	x
Ensure a work-friendly environment	x					x	x
Corporate focus on retention bonuses						x	
Enablers							
Enhance civilian and integrated (civ/mil/contr) workforce databases	x	x				x	
Develop component-level civilian and integrated (civ/mil/contr) requirements processes and databases	x	x					
Enhance civilian workforce management analytical and modeling tools	x		x		x		
Centralize management of key occupational communities	x	x					
Augment manpower & personnel organizations to support new efforts		x					

Additional suggestions, not identified in Acquisition Workforce 2005 Task Force Report